

## “CSR FOR COMMUNITY DEVELOPMENT ACTIVITIES FOLLOWED IN THE SELECTED PUBLIC AND PRIVATE ORGANIZATIONS IN UTTAR PRADESH”

VINEET J STEPHEN<sup>\*1</sup>, Dr. RONALD V MANI<sup>2</sup> & SETU RATNAM<sup>3</sup>

<sup>\*1</sup>Research Scholar, Human Resource Management, Dept of Joseph School of Business Studies & Commerce, Sam Higginbottom University of Agriculture, Technology and Sciences, Prayagraj, Uttar Pradesh, India

<sup>2</sup>Assistant Professor, Dept of Joseph School of Business Studies & Commerce, Sam Higginbottom University of Agriculture, Technology and Sciences, Prayagraj, Uttar Pradesh, India

<sup>3</sup>Research Scholar, Agribusiness Management, Dept of Agricultural Economics, Sam Higginbottom University of Agriculture, Technology and Sciences, Prayagraj, Uttar Pradesh, India

### ABSTRACT

*The purpose of this study is to explore the various definitions and descriptions of Corporate Social Responsibility (CSR); elaborate upon development of CSR in India; study the deployment of current CSR practices in India. This paper examines how India's 10 companies from private sector and public sector view, and conduct their CSR, identifies key CSR practices. Design/methodology/approach - It is a cross sectional study which is exploratory in nature. It involved primary and secondary data collection and the use of content analysis technique to assess CSR practices of companies operating in India. CSR for community development activities followed in the selected public and private organizations which they provides to different groups - men, women, children, community leaders, etc. Education is to provide a positive and conducive learning environment. Support sports, Paralympic sports for better learning abilities of young minds and supplement learning in the schools and colleges. Making poor self-sufficient through entrepreneurship abilities within the communities to earn livelihood and purchasing power to buy goods in the free market to satisfy their basic needs. Providing mobile medical units are to taken primary health care services to the underserved communities in remote and inaccessible regions. Participating in integrated value chains are expected to act as a strategic partner providing market opportunities for rural producers, as well as sharing technology, skills, and knowledge necessary with them. Sanitation programme aims to build awareness of the critical link between sanitation and health. The growing interest in corporate patronage of art and culture stems from the increased awareness of the tangible benefits of such funding. The goal behind the social activities by the companies related to education is to provide support for better learning abilities of young minds and supplement learning in the schools. Their earnings and savings mean better education, nutrition, and health for their children a vital investment in the future of their communities. Equally important, the confidence they gain along the way is helping to break gender inequalities and build a more equal society.*

**KEYWORDS:** Ethical, Paralympic, Philanthropic & CSR

**Received:** May 18, 2021; **Accepted:** Jun 08, 2021; **Published:** Jun 19, 2021; **Paper Id.:** IJSMMRDDEC20211

### 1. INTRODUCTION

The laws for social activities by the corporates are framed to transform the surplus capital from organizations to social charity. The data shows CSR laws help to increase the economy. This way helps the corporate to undertake more CSR activities to help the population movement towards CSR by the corporate improve the contribution towards the society and change their role from exploiters to facilitators of development the organization will force to contribute for the ground level and help to bring change in the society. (chapel, 2005) Social activities done by the corporate is an administrative idea whereby organizations coordinate social and natural worries in their business

activities (Handy, 2002). The social activities by the corporates make the organisations return something to society. It makes the organisation create an innovative, environmental and economic strategy (Lee, 2011). The CSR practices playing an important role in improving the reputation of these organizations in the corporate world and social activities are gearing up in these organizations also. Indian organizations have now realized that customers are willing to pay more of the organization that acts on ideas, therefore, this study is significant with a view to know all about the CSR activities implemented by the selected organizations. (Arora, 2004) This research study manages the instance of the general population and private ventures in Uttar Pradesh. Most associations have been hesitant in satisfying their social motivation. The specialist researches the CSR course of action of remarkable public and private undertakings before the accomplishment of the Act. A significant part of the time, they didn't have an all social activity plan set up. Uttar Pradesh is home to 20.42 crore people, who in serious poverty and face issues. The organization has been pursuing an extensive timeframe to clear out the shades of vindictiveness hassling the far-reaching improvement of the country.

## 2. METHODOLOGY

In order to meet the objectives of this paper, an appropriate methodology was developed based on previous studies carried out under a wide range of social, cultural and economic condition on determinants influencing consumers towards social activities in the public and private sector. This research explores the private sector and public sector cash outflow for social activities both for community development and environmental, for each of these financial years 2016-17 and 2017-18. The researcher has collected data in the time period between March 2016 to May 2018. The quantitative method was adopted to gain in-depth knowledge and information of philanthropic activities by public and private industries in Uttar Pradesh.

### 2.1 Description of the Study Area

So as to meet the targets of the examination, the suitable technique was created dependent on past investigations, factors and their estimations, strategies and the systems received for the assortment of information required for the examination. It likewise portrays the technique utilized for investigation of information and tests applied. The study was carried out in Public and Private companies. Total 10 companies are selected for the study, from which five are Public sector organizations and five are Private sector organizations. The choice was made on the accompanying grounds:

- All these organizations are listed in BSE and NSE.
- These organizations are having enormous market.
- Role in the progress of Indian Economy.

### 2.2 Focused CSR activities of the Selected Organizations

The portrayal of foundation data of locale and study zone is basic, so a researcher can connect the discoveries of study with the overall states of study circumstance. These are the accompanying major social exercises embraced by public and private sector corporates.

- Ethical (Community health, safety and protecting the rights of consumers and suppliers)
- Legal (Environment & Labour Relation)
- Philanthropic (Society and Human rights) and
- Economic (Profitability and sustainability)

### 3. RESULTS AND DISCUSSIONS

#### 3.1 CSR Activities for Community Development

The role of social responsibility for the improvement of the community depends on the responsible behaviour is perceived through the network of interest groups and how this affects the community. From the result, it is clear that sustainable CSR solutions are based on municipal, provincial based completely on government, civil society and business partnerships. To get the opinion of the social activities by the organisations plays the network of community development.

**Table 1: Community Perception on the approach of Corporates Social Activities by Private Companies**

S.N	Items (N = 204)	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree
1	The locality having good educational facilities and vocational centres because of this company.	41 (20.1)	72 (35.3)	62 (30.1)	18 (9.1)	11 (5.4)
2	The company initiates different activities for Eradicating hunger, poverty and malnutrition.	48 (23.7)	57 (28.2)	38 (18.3)	47 (23.0)	14 (6.6)
3	The locality has good primary health care facilities and emergency system, provided by the company.	48 (23.5)	68 (33.3)	44 (21.5)	24 (12.0)	20 (9.56)
4	The locality having good road and transportation facilities provided by the company.	34 (17)	20 (9.55)	112 (54.9)	25 (12.2)	13 (6.4)
5	The company has provided sanitation and clean water in our locality.	35 (16.9)	91 (44.6)	44 (21.8)	24 (11.3)	11 (5.4)
6	The company supports the community in protection of national heritage, art & culture.	43 (21.1)	68 (33.3)	46 (22.5)	37 (17.9)	10 (5.1)
7	The company supports top ranking students of our community by giving scholarships for higher studies.	44 (21.8)	56 (27.5)	51 (25.0)	38 (18.6)	15 (7.4)
8	The company supports sports activities in our locality.	72 (35.5)	90 (44.4)	27 (13.2)	10 (4.7)	5 (2.2)
9	The company provided equal opportunities for the development of women by promoting SHGs.	82 (40.4)	85 (41.4)	25 (12.3)	10 (4.9)	2 (1.0)
10	The Company provides animal husbandry, agroforestry for sustainable livelihood.	50 (24.8)	86 (42.4)	25 (12.3)	33 (15.9)	10 (4.7)
11	The company helps in saving lives during man made /natural disaster.	53 (25.9)	79 (39.0)	36 (17.6)	27 (13.2)	9 (4.4)

*Source: Researcher Calculated*

The above table provides an idea of how the private sectors companies behave in terms of four parameters (Philanthropic & Environmental) and its outcome in the form of sustainability and company's overall score private and one is public in overall score. Total five companies from the private sector, are selected for analysis which shows private companies are doing social activities in all the parameters (education facility, eradicating poverty, healthcare facilities, clean water and sanitation, scholarship for higher studies for the needy students, promoting rural sports, conserving national heritage, art and culture, SHGs, sustainable livelihood and help during natural cum manmade disaster) considered for the community development.

The success of CSR is determined by both internal and external factors. Internal factors are economic considerations, the culture of the firm including the manager and employees, and ethical influences; while external factors are compliance with legal requirements and technological influences as well as national culture (Burtland, 1987). a liberal approach emphasises the importance of the private sector. This changed outlook has provided many opportunities to corporations for exploitation. CSR activities have become so embedded in a corporate's life that they no longer consider it as an indirect expense and treat it as a route for improving their goodwill, reputation, defending against attacks and

increasing business competitiveness. Business corporations have come to view social activities as another tool to expand their horizons; social justice and human rights as another ground to compete on. The CSR managers are among the internal factors determining the success of CSR practices especially in helping the community. (Hose, 2011) Because CSR activities are mainly related to Education, enhancement of skills and knowledge environmental management, maintain business ethics, community development, and human resource development, women empowerment, animal welfare, agroforestry and conservation of natural resources and providing training farmers on modern techniques and ways to increase agricultural productivity.

### 3.2 Community Development Activities by Public Sector Companies

**Table 2: Community Perception on the approach of Corporates Social Activities by Public Companies**

S. N	Items (N= 204)	Strongly Agree	Agree	Don't Know	Disagree	Strongly Disagree
1	Our locality having good educational facilities and vocational centres because of this company.	42 (20.5)	51 (24.7)	28 (13.5)	34 (16.9)	49 (24.3)
2	The company initiates different activities for Eradicating hunger, poverty and malnutrition.	26 (12.7)	38 (18.6)	44 (21.3)	54 (26.7)	42 (20.6)
3	Our locality has good primary health care facilities and emergency system, provided by the company.	19 (23.5)	24 (33.3)	45 (21.5)	68 (12.0)	48 (9.56)
4	Our locality having proper infrastructure and facilities provided by the company.	84 (41)	72 (35)	21 (10)	17 (09)	10 (05)
5	The company has provided sanitation and clean water in our locality.	28 (13.7)	96 (47.4)	38 (18.6)	22 (10.5)	20 (9.8)
6	The company supports the community in protection of national heritage, art & culture.	56 (27.6)	36 (17.3)	34 (16.4)	24 (11.8)	54 (26.9)
7	The company supports top ranking students of our community by giving scholarships for higher studies.	44 (21.8)	56 (27.5)	51 (25.0)	38 (18.4)	15 (7.4)
8	The company supports sports activities in our locality.	84 (40.9)	75 (37)	9 (4.1)	12 (6.3)	24 (11.7)
9	The company provided equal opportunities for the development of women by promoting SHGs.	62 (30.6)	84 (41.4)	12 (5.8)	26 (12.7)	20 (9.8)
10	The Company provides animal husbandry, agroforestry for sustainable livelihood.	61 (30.1)	84 (40.9)	6 (2.7)	28 (13.7)	25 (12.2)
11	The company helps in saving lives during natural disaster.	61 (30.1)	95 (46.5)	6 (2.9)	31 (15.2)	11 (5.3)

Public Sector enterprise plays a crucial role in the development of the nation's economy. Central Government and State Government set up PSEs to build the industrial capacity and generating employment along with improving socio-economic condition. Central Government establishes Central Public Sector Enterprise (CPSEs) under the Department of Public Enterprise, Ministry of Heavy Industries & Public Enterprise. Corporate Governance is one of the key parameters included in the Memorandum of Understanding (MOU). The government uses this as a tool to evaluate the performance of CPSEs. As a norm, ZCPSEs are periodically required to submit a compliance report on CSR. There are various parameters to assess the performance of CPSEs in terms of corporate governance. The government evaluates their performance on a scale of 1 to 05. Higher score translates into better compliance with social activities. Total five companies from public

sector, are selected for analysis which shows private companies are doing social activities in all the parameters (education facility, eradicating poverty, healthcare facilities, clean water and sanitation, scholarship for higher studies for the needy students, promoting rural sports, conserving national heritage, art and culture, SHGs, sustainable livelihood and help during natural cum manmade disaster) considered for the community development.

#### **4. FINDINGS AND CONCLUSIONS**

CSR activities related to community development followed by selected private organizations and public organizations.

Major Findings based on various factors responsible for corporate social behaviour followed by selected private companies:

- Out of 204 participants, 55% of respondents agree with the statement that the locality having good educational facilities and vocational skill centres because of the presence of the company, whereas 15% of respondents disagree with the statement and the rest 30% are neutral and they are aware of the facility provided by the organisation.
- 52% of respondents out of total 204 agrees that private companies are very particular in social activities in the field of providing food and shelter to the needy. Whereas 30% of participants disagree and 18% are neutral related to the statement regarding eradication of poverty. Making poor self-sufficient through entrepreneurship abilities within the communities to earn livelihood and purchasing power to buy goods in the free market to satisfy their basic needs, such as nutrition, shelter, energy, and health services.
- The analysis revealed that 57% of respondents agree with the primary health care services provided by private companies. Only 22% disagrees and 21% of respondents do not know about the level of health care services provided in the community by the private organisations. The major private players contributed towards establishing model community health centres for the total development of community and improving the health quality, sanitation and making available safe drinking water.
- 27% of participants agree with the statement that their locality having good infrastructure and road transportation facilities provided by the company. Whereas 55% of respondents are unaware or neutral for the statement. Only 18% of respondents out of 204 disagree with the statement. The results show rural philanthropy is the type of economic transfers or donations to development of rural infrastructure in the form of social activity. The type of activities recognized by the authors as rural philanthropy were those provided sporadically without a specific goal or long-term plan. Although rural philanthropy is in fact a form of support in rural infrastructure development.
- Out of 204 respondents, almost 62% of participants agrees, that the companies located near the community doing major social activities related to sanitation and clean water, whereas 16% disagree and 22% of participants does not know about the activities related to sanitation and hygiene done by the companies.
- 34% of participants agree with the statement, whereas 55% of respondents disagree and 11% does not know about the specific social activity related to the conservation of heritage, local Art and Culture. Most of the selected private sector companies are aimed at working towards protecting and promoting India's arts, culture and heritage through various promotional and developmental projects and programmes, supporting preservation of traditional art and handicraft as well as documenting India's rich heritage for the benefit of future generations.

- 60% participants agree with the statement, whereas 15% of respondents are neutral & 25% Disagree and 15% don't know about the social activity related to providing scholarship to the meritorious students from economically weaker section, the private companies supporting scholar programmes to the needy students in the local community people in the states of Uttar Pradesh where these companies are located. Companies like HINDALCO, BCML, Reliance and ITC are supporting social activities by providing scholarship to the students for higher studies.
- 81% agree with the statement, that Private company promoting rural sports activities in the locality, whereas only 7% participants disagree with it, and remaining 13% respondents doesn't know about the respective statement.
- 72% of respondents agree with the statement that the company provided equal opportunities for the development of women by promoting SHGs. Whereas 16% of respondents disagree and 12% doesn't know about the respective social activity done by the company. The major leader among the private companies like Reliance, ITC and BCML are empowering women with knowledge, skills and confidence to pursue their careers, earn their own livelihoods and reduce their dependence on their male counterparts.
- Out of 204 respondents, 67% agrees with the statement, whereas 21% of participants disagree and 12% are neutral for the statement that the Company provides animal welfare and support for sustainable agriculture and agroforestry. Reliance supports entrepreneurship development in farm sectors, including agriculture, horticulture, mushroom cultivation, inland fisheries, animal husbandry, in the local communities and also in the state of Uttar Pradesh. Reliance industries promote farmers' welfare to help the economic development of the state.
- 65% of participants agree the company near the locality supports and helps during the happening of natural calamities whereas only 17% disagrees with the statement and 18% of respondents are neutral. The private companies are understanding community and community development, building capacity, questioning business beyond profit making, stakeholder relations, strategic business and community partnership, and harnessing diversity.

#### **CSR activities related to Community Development followed by selected Public Organizations.**

Major Findings based on various factors responsible for corporate social behaviour followed by selected public companies:

46% of respondents agree with the statement that the locality having good educational facilities and vocational skill centres because of the presence of the public company, whereas 41% of respondents disagree with the statement and the rest 13% are neutral and they are aware of the facility provided by the organisation.

Eradication of poverty and hunger is the basic part of social activity, the companies focusing these activity on priority basis, most of the public companies addresses poverty alleviation by providing jobs and enhancing education to produce the goods and services used by poor people. Public companies actively participating in eliminating poverty, hunger, and malnutrition. 31% of respondents agree that public companies are very particular in social activities in the field of providing food and shelter to the needy. Whereas 48% of participants disagree and 21% doesn't know about the respective social activities done by the public organisation. NTPC GAIL and NCL have marginal contribution in eradicating hunger, poverty, and malnutrition in the local community and throughout the state.

It is found that 57% of respondents agree with the primary health care services provided by the private companies.

Only 22% disagrees and 21% doesn't know about the respective social activities related to the level of health care services provided in their community by the public organisations. Companies like NCL, NTPC, HAL and GAIL are the major public players that contributed towards establishing model community health centres for the total development of particular community and improving the health quality. HAL has been organizing health camps in the specialized areas of eye, gynaecology, dental, paediatrics and general medicine for the convenience of aged patients, children and seriously ill patients, in the vicinity of the divisions as well as near rural areas.

It is found that 76% of participants agree with the statement that their locality having good road transportation facilities provided by the company, Whereas 10% of respondents are unaware or neutral for the statement. Only 14% of respondents out of 204 disagree with the statement. The results show rural philanthropy is the type of economic transfers or donations to the development of rural communities under the form of charity, Although rural philanthropy is in fact, a form of support, in rural development. NTPC at Unchahar, the nearest villages are connected and developed through the construction of roadways and other infrastructures like bridges and solar lights.

The result shows 61% of participants agrees that the companies located near the community doing major social activities related to sanitation and clean water. Whereas only 20% of respondents disagree and 19% doesn't know about the respective social activities related to the statement. Clean drinking water and sanitation are essential to the realization of all human rights. GAIL has facilitated the installation of over a thousand hand pumps and water filtration plants across remote rural parts of Kanpur, Uttar Pradesh, the result revealed, various awareness programs related to hygienic habits and adopting cleanliness is initiated by the GAIL located in the state of UP, Sanitation facilities.

It is found that 45% of participants agree that public companies are participating in social activities related to conservation of heritage, local art and culture in community whereas, 39% disagree and 16% does not know about the respective social activity. GAIL is involved in social activities related to heritage conservation in the district of Kanpur. IFFCO is also actively involved in conserving national heritage, art and culture in the Prayagraj and Lucknow. Northern Coalfields Limited is also involved in CSR activities related to protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art, setting up public libraries, promotion and development of traditional arts and handicrafts in Sonbhadra district.

It is found that 59% of participants agree with the statement, whereas 16% of respondents are neutral & 25% disagree with the statement, the public companies supporting scholar programmes to the needy students in the local people in the states of Uttar Pradesh where these companies located.

It is found that 78% agrees with the statement, that public company supports sports activities in our locality, where as only 18% participants disagree with it, and remaining 4% respondents are neutral respective to the statement. The public companies are promoting rural sports. Many small sports events are organised by public companies in the schools located near villages.

The figure shows 73% of respondents agrees with the statement that the company provided equal opportunities for development of women by promoting SHGs. Whereas 21% of respondents disagree and 6% doesn't know about the social activity related to women empowerment. The public sector companies help in empowering women with knowledge, skills and confidence to pursue their careers, earn their own livelihoods and reduce their dependence on male.

It is found that 71% agrees with the statement, whereas 26% of participants disagree and only 03% are neutral for

the statement that the Company provides animal welfare and support for sustainable agriculture and agroforestry. NTPC, GAIL and NCL support for entrepreneurship development in farm sectors, including agriculture, horticulture, mushroom cultivation, inland fisheries, animal husbandry, in the local communities and also in the state of Uttar Pradesh. IIFCO under Kisan policy promote farmers' welfare to help the economic development of the state.

From the result, it is found NTPC has given relief to victims of natural calamities like earthquake, cyclone, drought, fire & flood respond to disasters in a timely manner and engage directly with the affected communities using its experience of working closely with the communities. NCL relief efforts reached the unreached that were cut off post the disaster. Even HAL and IFFCO support the state in helping and saving people during natural disasters. 77% agrees the company near the locality supports and helps during the happening of natural calamities whereas only 20% disagrees with the statement and only 3% of respondents are neutral. IFFCO take various initiatives for providing effective and timely response and relief in the areas affected by disasters such as floods, earthquakes, cyclone and the like and to undertake rehabilitation of the poor and downtrodden communities affected by natural calamities. IFFCO Phulpur has provided support to save lives of farmer communities on time near the banks of river Ganga and Jamuna during floods.

The standardised loading for ethical construct is 0.63, with AVE is 0.765 and CR of 0.812 The CFL for all items of the constructs exceeded the threshold value of 0.60, therefore all the items of the constructs were included for the interpretation of the items influencing ethical factor as social activity performed by corporates.

The mean comparison of ethical activities the result shows the mean difference between private and public sector companies is - 0.150 with t value = -4.89, significant at 0.001 The researcher found private companies are doing well in all the four parameters considered for the research study. Therefore, it is clear that private sector companies are more competent and smarter for various social activities than public sector companies. For legal construct the standardised loading is 0.79, with AVE is 0.751 and CR of 0.881 The CFL for all items of the constructs exceeded the threshold value of 0.60, therefore all items of the variable were included for the interpretation of the items influencing legal factor as social activity performed by corporates.

The mean comparison of philanthropic activities 3.95 is higher than the mean of philanthropic activities 1.58 in public companies These companies have policy of inclusive development is not just a policy on paper, but a value ingrained in the system through years of amalgamating social change with industrial progress. As per the results, it is found that the observed mean differences (before and after CSR activities) show that there is a significant contribution in development and value enhancing to the immediate and larger communities through CSR activities. The difference in values of upper bound and lower bound with 95% CI has a vast difference between the community development before and after social activities. While having social activities between overall Public and Private sector, mainly for community development it is revealed that there are direct interventions for school infrastructure development, education enhancement and allied projects mainly related to education initiatives, the community level social activities by the companies were measured using nine different variables which tested on various aspects of community level social activity with mean difference = -0.09, t= 1.470, significant at p = 0.01.

The contribution to religious charities with mean difference of 0.19, t value = -3.082 significant at p = 0.005, similarly, Partnership with NGO mean difference = -0.64, t value = 10.613 which is significant  $p \leq 0.005$  with sponsorship for community health development the mean difference = -0.05, t value = 10.462 which is significant at p = 0.001, for overall rural development mean difference = -0.22, t value = 12.141 which is significant at p = 0.005. Hence the private



sector companies are performing well as compared to public sector companies.

## **REFERENCES**

1. Bimal Arora; Ravi Puranik, 2004, A Review of Corporate Social Responsibility in India, *Development*. Vol 47; No 3; Year 2004. 93-100.
2. N. K. Gupta & Jyoti Kasana, “An Empirical Study on the Effect of Business Ethics on the Company’s CSR Practices”, *International Journal of Business Management & Research (IJBMR)*, Vol. 7, Issue 6, pp, 21-34
3. Brundtland, (1987). *World Commission on Environment and Development (1987). Our Common Future*. Oxford: Oxford University Press. p. 27. ISBN 019282080X
4. Donald L. Amoroso & Francis Roman, “CSR Perceptions on Consumers’ Repurchase Intention: Comparison of Japan, China, and the United States”, *International Journal of Economics, Commerce and Research (IJEER)*, Vol. 7, Issue 4, pp, 1-6
5. Chappel, M. and Moon, J.(2005), “Corporate Social Responsibility(CSR) in Asia: A Seven country study of CSR”, *Business and Society*, 44(4), pp415-441.
6. C. Ramu & C. Vethirajan, “Customers Perception of CSR Impact on FMCG Companies – An Analysis”, *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*, Vol. 7, Issue 3, pp, 39-48
7. Handy, Charles, what is a Business for? *Harvard Business Review*, December 2002, Available at SSRN: <https://ssrn.com/abstract=932676>
8. Hoje Jo; Maretno A. Harjoto, *Corporate Governance and Firm Value: The Impact of Corporate Social Responsibility*, *Journal of Business Ethics*. Vol 103; No 3; Year 2011. 351-383.
9. Prafulla Kumar Padhi, Subash Chandra Nath & Vijaya Lakshmi Mohanty, “Examining religiosity, Non Respondent Smes Executives’ Attitude & Behaviour Towards CSR in Odish”, *IMPACT: International Journal of Research in Applied, Natural and Social Sciences (IMPACT: IJRANSS)*, Vol. 5, Issue 7, pp, 121-132
10. Sun Young Lee; Craig E. Carroll, 2011, *The Emergence, Variation, and Evolution of Corporate Social Responsibility in the Public Sphere, 1980-2004*, *Journal of Business Ethics*. Vol 104; No 1; Year, 2011. 115-131.

